

LEADERSHIP EVALUATION REPORT (Guide)									
CANDIDATE NAME (Last, First, MI)			SSN		PLT	PHASE		DATE	POSITION
RATER'S NAME/RANK/POS			PERIOD COVERED		FROM DAY MONTH YEAR		TO DAY MONTH YEAR		
PART II – EXPLANATION OF RATING SYSTEM SCALE									
1 Well Above the standard. Acts as senior LT capable of operating outside BN independently ILT Excellent		2 Above the standard. Acts as a seasoned PLT Leader 2LT+ Outstanding		3 Performs to standard. Acts as a 2LT PLT Leader 2LT Success		4 Performs to standard sometimes. Acts as Officer Candidate OC Marginal		5 Performs below the standard OC- Failure	
PART III – DUTY DESCRIPTION									
PART IV – PERFORMANCE AND POTENTIAL EVALUATION (ARMY VALUES, ATTRIBUTES, SKILLS, AND ACTIONS <i>IAW FM 22-100</i>)									
a. Army Values		Acts IAW		Remarks					
LOYALTY		Y	N	Bear true faith and allegiance to the US Constitution, the Army, your unit, and other soldiers.					
DUTY		Y	N	Fulfill obligations.					
RESPECT		Y	N	Treat people as they should be treated.					
SELFLESS SERVICE		Y	N	Put the welfare of the nation, the Army, and subordinates before your own.					
HONOR		Y	N	Live up to all the Army values.					
INTEGRITY		Y	N	Do what's right, legally and morally.					
PERSONAL COURAGE		Y	N	Face fear, danger, or adversity (physical or moral).					
b. Attributes		Acts As		Remarks					
EMOTIONAL		1LT 1	2LT+ 2	2LT 3	OC 4	OC- 5			
Self control							Always in control of emotions regardless of the situation. Gives subordinates perspective at all times. Knows how to send the intended message with the intended amount of emotion; cool head.		
Balance							Display the right amount of emotion for the situation, self-control allows for balance and gives the leader the ability to lead and motivate in the toughest of circumstances.		
Stability							Steady, level-headed, and calm in the face of the most difficult situations.		
Totals							Total for Emotional Attributes:		
**Note ratings of either an N in Values or 4/5 in Skills, Attributes, or Actions require comments.									

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MENTAL	1LT 1	2LT+ 2	2lt 3	OC 4	OC- 5	
Will						Will gives the soldier or leader the drive to continue, regardless of the situation or the conditions. The inner drive that enables us to drive on and complete the mission.
Self-Discipline						Self-discipline gives the leader the ability to master his/her own impulses. Leaders must think clearly in order to act responsibly, self-discipline is the lynch pin that allows this to happen.
Initiative						Initiative is the ability to act when there is none or little clear guidance. The leader who displays initiative is a self-starter and has the ability to see requirements that are not always spelled out. Clear understanding of the commander's intent allows a leader to exercise initiative to accomplish a mission.
Judgment						Make the best decision for the situation, good judgment means the ability to juggle information that may or may not be clear, analyze and compare courses of action and come to the best decision for the situation.
Self-Confidence						The faith that the leader will act correctly and properly given a situation. The ability to make an attempt. Competence gives leaders confidence, and the more confident the more competent they become.
Intelligence						The ability to think, learn, and reflect. Intelligence comes from the ability to combine knowledge from study, skills from experience, and have the ability to reflect on the past and learn from it.
Cultural Awareness						Sensitive to the cultural backgrounds of soldiers. Sensitive to the culture of the country you are in and aware of the differences. Leaders must take advantage of these differences; identify commonalities in order to build cohesive teams.
Totals						Total for Mental Attributes:
PHYSICAL	1LT 1	2LT+ 2	2lt 3	OC 4	OC- 5	
Health Fitness						Everything you do to maintain good health. Healthy soldiers perform better under stress and leaders must be healthy to lead soldiers in the most stressful times.
Physical Fitness						Set the standard, leaders must maintain the highest level of physical fitness. Unit readiness begins with physical fitness. A unit that is not fit will not endure the hardships of combat, regardless of branch or job.
Military Bearing						Look and act like a soldier. Know how to wear the uniform and wear it with pride. Meet height/weight standards and always carry yourself as a soldier.
Totals						Total for Physical Attributes:

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INTERPERSONAL	1LT 1	2LT+ 2	2lt 3	OC 4	OC- 5	
Communicate						Transmitting a message in a clear concise manner so the intended receiver understands it. Being able to communicate verbally and in writing.
Supervise						Check and recheck, find the balance between over- supervision and not supervising enough. Supervision within the span of control.
Counsel						The ability to outline a plan for the unit or the subordinate to reach an individual or unit goal ultimately resulting in a plan of action, or a road map for improvement.
Totals						Total for Interpersonal Skills:
CONCEPTUAL	1LT 1	2LT+ 2	2lt 3	OC 4	OC- 5	
Critical Reasoning						Problem solving, understanding situations, finding causes, and arriving at justifiable solutions.
Creative Thinking						Thinking outside the box, finding new solutions to old problems or creative solutions to new problems.
Reflective Thinking						Open to feedback from all sources, able to listen and use the feedback. The ability to take information, assess it, and apply it to behavior to explain why things went well or not.
Ethical Reasoning						Define the problem, know the relevant results, develop and evaluate courses of action, choose the course of action that best represents the Army values.
Totals						Total for Conceptual Skills:
TECHNICAL	1LT 1	2LT+ 2	2lt 3	OC 4	OC- 5	
Know Equipment						Know your equipment and how to operate it. Understand the concepts behind the equipment, and how it is used.
Operate Equipment						Set the example and learn to operate the equipment you and your soldiers are responsible for.
Totals						Total for Technical Skills:
TACTICAL	1LT 1	2LT+ 2	2lt 3	OC 4	OC- 5	
Know Doctrine						Understand the art and science of doctrine.
Field Craft						Know and pass on the skills required to sustain operations in the field.
Tactical Skills and Training						Be the primary trainer for individuals and teams. Exercise this by using the span of control and train as you fight.
Totals						Total for Tactical Skills:

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d. Actions	Acts AS			Remarks		
INFLUENCING	1LT 1	2LT+ 2	2lt 3	OC 4	OC- 5	
Communicate						Make your subordinates understand you using a variety of means. The responsibility rests with the leader to make subordinates understand.
Decide						Use of the problem solving steps.
Motivate						Give subordinates the will to accomplish the mission by providing direction and purpose. Empower subordinates and use positive or negative reinforcement as situation dictates.
Totals						Total for Influencing Actions:
IMPROVING	1LT 1	2LT+ 2	2lt 3	OC 4	OC- 5	
Develop People						The ability to train and prepare subordinates to assume positions of greater responsibility. The ability to get people to reach their potential. Mentor, teach, and counsel.
Build Teams						Training small teams is the cornerstone of the Army team. Get people to work together, execute thoroughly, and quickly, We build teams to thrive on challenge and learn from experience.
Learn From Experience						Look at situations and experiences and learn from them, don't make the same mistakes twice. Teams are learning organizations and leaders are the teachers that enable the team to learn.
Totals						Total for Improving Actions:
OPERATING	1LT 1	2LT+ 2	2lt 3	OC 4	OC- 5	
Planning						A plan is a proposal on how to execute a mission or directive. Be able to plan for both specified and implied missions. Use reverse planning. Start with a desired end state and work towards present.
Preparation						When leaders plan, subordinates prepare. Leaders must give their soldiers the time to prepare. Good use of warning orders and information updates allows for this to happen. Must use rehearsals.
Executing						The act of accomplishing the mission to standard and on time, including the ability to change with situation and adapt to these changes.
Assessing						The ability to see through the battlefield clutter and get a true read on what went right and wrong; most importantly how to correct weaknesses.
Totals						Total for Operating Actions:

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Overall Evaluation

1 (1LT)

2(2LT+)

3 (2LT)

4(OC)

5(OC-)

Date and summary of Counseling:

Summarize the counseling, concentrate on the issues identified in the evaluation. Use past tense and include the candidate's comments on the counseling, i.e., "We discussed candidate X's inability to meet an established time schedule. He understands that leaders, through supervision and communication, ensure that their units are at the appointed time and place at all times. Candidate X acknowledged his inability to supervise effectively and has been informed that this is not to standard." During the counseling take notes and then go back and write the summary including the candidate's comments. After conducting the counseling session allow the candidate to make written comments below.

Candidate Comments:

This area is not for excuses! The candidate's comments here are developmental in nature. He/she must (with the TAC's help) develop a plan to correct the deficiencies noted in the evaluation. This becomes a contract between the candidate and the TAC and is used to determine if the candidate improves or fails to improve on subsequent evaluations.

Rater's Signature

Date signed

Candidates Signature

Date signed